

## Ten Key Frameworks for Effective Change Management

Framework	Underlying principle(s)	Applicable Situations	Limitations	Who is involved?	Informative Graphics Available	Reference
<b>Kubler-Ross Change Curve™</b>	<p>Paradigm for navigating the transitions between when the first step of a change is initiated through the final step of reaching the organizations goal.</p> <p>Five stages: Denial, Anger, Bargaining, Depression and Acceptance.</p> <p>Used to understand how humans navigate change. First developed as a human response with terminal illness and death. It has been adapted and used to understand responses to all kinds of change. In this manner, it can be reinterpreted as “death of the old way of doing things” and “birth of the new way of doing things”. Change is fluid and not a linear process.</p>	All sizes of change. Individuals or groups	<p>None. Helpful for small and large change management.</p> <p>Need to have an in-depth understanding. May be more intuitive in leaders with high emotional intelligence.</p>	All individuals involved in change	Yes	<p>Kubler-Ross Change Curve™. The Elisabeth Kubler-Ross foundation website.</p> <p><a href="https://www.ekrfoundation.org/5-stages-of-grief/change-curve/">https://www.ekrfoundation.org/5-stages-of-grief/change-curve/</a></p> <p>Accessed May 1, 2020.</p>
<b>Maurer 3 Levels of Resistance and Change</b>	<p>Resistance to new ideas exists. By understanding that resistance gets in the way, opposition can be turned into support.</p> <p>There are three primary forms of resistance to new ideas or change. Learn how to recognize this and how to make new ideas work for you and not against you.</p>	One on one change, small group change	May not work on large groups or large scale change with many phases	Leaders	No	<p>Why Resistance Matters. Rick Maurer website.</p> <p><a href="https://www.energybartools.com/why-resistance-matters">https://www.energybartools.com/why-resistance-matters</a></p> <p>Accessed May 1, 2020.</p>

	<p>Resistance can be categorized as one of the following:</p> <p>Level 1: "I don't get it" Based on understanding the information. Approach: This response requires facts, figures and clear communication.</p> <p>Level 2: "I don't like it" Based on a physiologic and emotional reaction to change Approach: This response is based in fear and emotion; therefore, people need to feel safe.</p> <p>Level 3: "I don't like you" Based on a lack of trust and confidence. Not resisting idea but resisting you. Approach: This response is based in bias, mistrust, prejudice, and/or previous history. Try to focus on conversation, listen, avoid sarcasm, knee jerk reactions, and find ways to connect. Building trust is key.</p>					
<p><b>Mckinsey 7S</b></p>	<p>A framework for assessing and analyzing the changes in the internal situation of an organization. Seven key interrelated or integrated elements of an organization which are subdivided into hard and soft elements: The hard elements are within the direct control of the management</p> <ul style="list-style-type: none"> <li>• Strategy – competitive advantage/what trying to do/dynamic and adaptive</li> <li>• Structure – classic organization/authority relationships</li> <li>• Systems – process of the organization/how work is done</li> </ul>	<p>Large projects and organizational change</p>	<p>Ignores the importance of the external environment and depicts only the most crucial elements.</p> <p>Not for individual change</p>	<p>Need a strong leader who understands 7s principles to implement</p>	<p>Yes</p>	<p>Enduring Ideas: The 7-S Framework. Mckinsey website. <a href="https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework">https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework</a> Accessed May 1, 2020</p>

	<p>The soft elements are less tangible and are difficult to be defined and are more governed by the culture</p> <ul style="list-style-type: none"> <li>• Shared values – what an organization is trying to achieve</li> <li>• Style - Culture</li> <li>• Staff - Intrinsic talents of people</li> <li>• Skills - Institution/Individual Skills</li> </ul>					
<b>Kurt Lewin</b>	<p>Three-stage model of change known as the unfreezing-change-refreeze model. Requires that prior learning be rejected and replaced. The theory defines behavior as a “dynamic balance of forces working in opposing directions.” The driving and restraining forces must be analyzed before implementing a planned change. The first and most critical step is the unfreezing process in which people are encouraged to foster new ideas; leaving comfort behind for the future unknown state. Usually implemented in three ways: changing behaviors, attitudes, or skills of the individuals working in the organization, changing the existing organizational structure, systems and processes, or change the organizational climate, culture, and interpersonal structure</p> <p>Driving forces: forces that push in a direction that causes change to occur. Facilitate change because they push a person in a desired direction.</p> <p>Restraining forces: forces that hinder change because they push a person in the opposite direction.</p>	Team or department change	Minimal but fails to consider radical or transformational change. Additionally, it ignores importance of feelings or opinions of employees	Primarily driven by leadership	No	<p>Journal of Innovation &amp; Knowledge 2018;3:123-7</p> <p><a href="https://www.managementstudyguide.com/kurt-lewins-change-management-model.htm">https://www.managementstudyguide.com/kurt-lewins-change-management-model.htm</a></p>

	Equilibrium: state of being where driving forces equal restraining forces and no change occurs. It can be changed or lowered by changes that occur between the two forces.					
<b>ADKAR</b>	<p>Organizational change only happens when individuals change. Provides a structured approach for ensuring all individuals involved in the change move through all 5 stages of change to make overall change successful.</p> <ol style="list-style-type: none"> <li>1. <b>A</b>wareness of the need for change</li> <li>2. <b>D</b>esire to support the change</li> <li>3. <b>K</b>nowledge of how to change</li> <li>4. <b>A</b>bility to demonstrate skills and behaviors</li> <li>5. <b>R</b>einforcement to make the change stick</li> </ol>	<p>Implementation of new policies or procedures</p> <p>Practice changes</p> <p>Changes within a small group or larger team</p>	Minimal – uses common terminology to allow deeper discussion on the change process.	All individuals involved in the change	Yes	<p><a href="https://www.prosci.com/adkar/adkar-model">https://www.prosci.com/adkar/adkar-model</a></p> <p>CJHP 2017;70(3): 256.</p> <p>Nursing Management 2019; 29-25.</p>
<b>Kotter's 8 Step</b>	<p>Suggests that for a change to be successful, 75% of a company's management needs to "buy into" the change. Spend a significant amount of time on getting people to understand the need for the change. Emphasizes that change occurs within the individual; not the organization</p> <ol style="list-style-type: none"> <li>1. Create a sense of urgency</li> <li>2. Build a guiding coalition</li> <li>3. Form a strategic vision &amp; initiatives</li> <li>4. Enlist a volunteer army</li> <li>5. Enable action by removing barriers</li> <li>6. Generate short term wins</li> <li>7. Sustain acceleration</li> <li>8. Institute change</li> </ol>	Great for executing larger department initiatives	<p>It is a step-by-step model, you can't miss or skip any steps</p> <p>Primarily a top-down model</p> <p>Need to have a thorough understanding of each step.</p>	Leaders	Yes	<p><a href="https://www.managementstudyguide.com/kotters-8-step-model-of-change.htm">https://www.managementstudyguide.com/kotters-8-step-model-of-change.htm</a></p> <p>West J Emerg Med 2020;1:65-70</p> <p>Preventing Chronic Disease 2019;16;E105:1-6</p>
<b>Nudge Theory</b>	A nudge makes it more likely that an individual will make a particular choice, or behave in a particular way, by altering the environment so that automatic cognitive	Individuals or small groups	<p>Short term, non-durable effect</p> <p>Several abstract concepts that</p>	Leaders	Yes	<p><a href="https://9mconsulting.com/newsletter/nudge-theory-change-model/">https://9mconsulting.com/newsletter/nudge-theory-change-model/</a></p>

	<p>processes are triggered to favor the desired outcome.</p> <p>(1) Small features of social situations can have massive effects on people's behavior; nudges are everywhere, even if we do not see them. Choice architecture, both good and bad, is pervasive and unavoidable, and it greatly affects our decisions.</p> <p>(2) Libertarian paternalism is not an oxymoron. Choice architects can preserve freedom of choice while also nudging people in directions that will improve their lives.</p>		require in-depth understanding.			<a href="https://www.peoplemanagement.co.uk/long-reads/articles/nudge-theory-change-employees-behaviour-without-realising">https://www.peoplemanagement.co.uk/long-reads/articles/nudge-theory-change-employees-behaviour-without-realising</a>
<b>Bridge Transition</b>	<p>Understanding that you must let go of the past and move on to the future state.</p> <p>(1) "Transition readiness" is best indicated by an organizations legacy of change initiatives</p> <p>(2) Executive detachment from everyday work impedes transition</p> <p>(3) Debrief thoroughly after each change initiative - find out what worked and what did not</p> <p>You must support staff through this process. Attention is focused on helping people discover, accept, and embrace their new identities in the new situation.</p> <p>These life stages can become a constant cycle of organizational renewal via the creation of a culture that embraces and nurtures change as a way of life.</p> <p>"A change can work only if the people affected by it can get through the transition it causes successfully."</p> <p>(1) What is changing? The statement must: - Clearly express the change leader's understanding and intention</p>	Any change	Minimal, very intuitive model to understand and implement	Everyone	Yes	<p>Foss, E. (2013). Leading change &amp; transition: managing the human side of portfolio and project management delivery enhancements. Paper presented at PMI® Global Congress 2013—North America, New Orleans, LA. Newtown Square, PA: Project Management Institute.</p> <p><a href="https://frontlinemanagementexperts.wordpress.com/2015/07/03/bridges-transition-model/">https://frontlinemanagementexperts.wordpress.com/2015/07/03/bridges-transition-model/</a></p>

	<ul style="list-style-type: none"> <li>- Link the change to the drivers that make it necessary</li> <li>- "Sell the problem before you try to sell the solution."</li> <li>- Not use jargon</li> <li>- Be under 60 seconds in duration</li> </ul> <p>(2) What will actually be different because of the change? William Bridges says: "I go into organizations where a change initiative is well underway, and I ask what will be different when the change is done-and no one can answer the question." "A change may seem very important and very real to the leader, but to the people who have to make it work it seems quite abstract and vague until actual differences that it will make begin to become clear... the drive to get those differences clear should be an important priority on the planners' list of things to do."</p> <p>(3) Who's going to lose what? suggests that the transition starts with a loss - a letting go of the old ways of how things were before the change: "...we often say... that you don't cross the line separating change management from transition management until you have asked 'Who will lose [or has lost] what?'"</p>					
<p><b>Satir Change</b></p>	<p>At the heart of the Satir Change Model, is the conviction that it is always possible for things to get better. However, this takes time and things usually get worse before they get better.</p> <p>1) Late Status Quo - how things are shortly before you become aware of the major and disruptive change.</p>	<p>Team of structure change</p>	<p>Very few, Intuitive model. Transitioning between stages encouraging team members to openly communicate is key.</p>		<p>Yes</p>	<p>Satir Change Model - Change Management Training from Epm Denis - <a href="https://expertprogrammanagement.com/2018/10/satir-change-model/">https://expertprogrammanagement.com/2018/10/satir-change-model/</a>. Accessed 5/5/20</p>

	<p>2) Resistance – occurs something happens that shatters the comfort of the Late Status Quo</p> <p>3) Chaos – no longer business as usual. Old ways of doing things no longer work. Associated with a performance drop. Lots of ideas are generated in this phase</p> <p>4) Integration – One of the concepts created in the chaos phase emerges as a transforming idea. Suddenly see benefit of change.</p> <p>5) New Status Quo – New skill becomes second nature and the new norm.</p>					
<p><b>Stephen Covey 7 Habits</b></p>	<p>You have to take care of yourself spiritually, physically, mentally to come at things from the correct perspective. Own your work and your response; Work with others by seeking first to understand and then be understood yourself. Share a vision with the end in mind.</p> <ol style="list-style-type: none"> <li>1. Be Proactive</li> <li>2. Begin with the end in mind</li> <li>3. Put first things first</li> <li>4. Think win-win</li> <li>5. Seek first to be understand, then to be understood</li> <li>6. Synergize</li> <li>7. Sharpen the saw</li> </ol>	<p>Individual change sessions</p> <p>Change of position</p> <p>Change in reporting structure</p> <p>Personal growth</p>	<p>Works well with a leader or a specific individual</p> <p>Not as useful for a group change as each individual has to go through all of these steps/process</p>	<p>Everyone</p>	<p>Yes</p>	<p>Covey, S., 2020. The Seven Habits Of Highly Effective People: Powerful lesson in personal change. New York: Simon and Schuster.</p> <p>The 7 Habits of Highly Effective People. Franklin Covey.com.  <a href="https://www.franklincovey.com/the-7-habits.html">https://www.franklincovey.com/the-7-habits.html</a>          Accessed May 14, 2020.</p>